



Lessons from the SALT LAKE CITY 2002 OLYMPIC WINTER GAMES

Dean Reeder, Director
Utah Division of Travel Development



*“We briefly doubled your
population, you forever
doubled our spirit. Thank you
Salt Lake.”*

VISA Advertisement



OLYMPIC GLORY!

“These were the *fun* Olympics, the *safe* Olympics, the *friendly* Olympics, the *compact* Olympics, the *demographically blessed* Olympics, and the *telegenic* Olympics...

... But these were also the *sour grapes* Olympics with protested results, manipulated judges, threatened withdrawals, angry email messages, and new-age doping techniques. . . .

... For most Americans, these were the Winter Games that worked. *Ultimately, the Salt Lake Games conferred upon the Olympic movement a modern blueprint for how to run a Winter Games that are cozy, attractive to a younger audience and with significance and sizzle.*”

-- Excerpts from New York Times columnist Bill Pennington

“*Riveting Sports and Angry Backlash*” February 24, 2002

Financial Rewards



TOTAL ECONOMIC OUTPUT FROM THE OLYMPICS \$4.8 BILLION

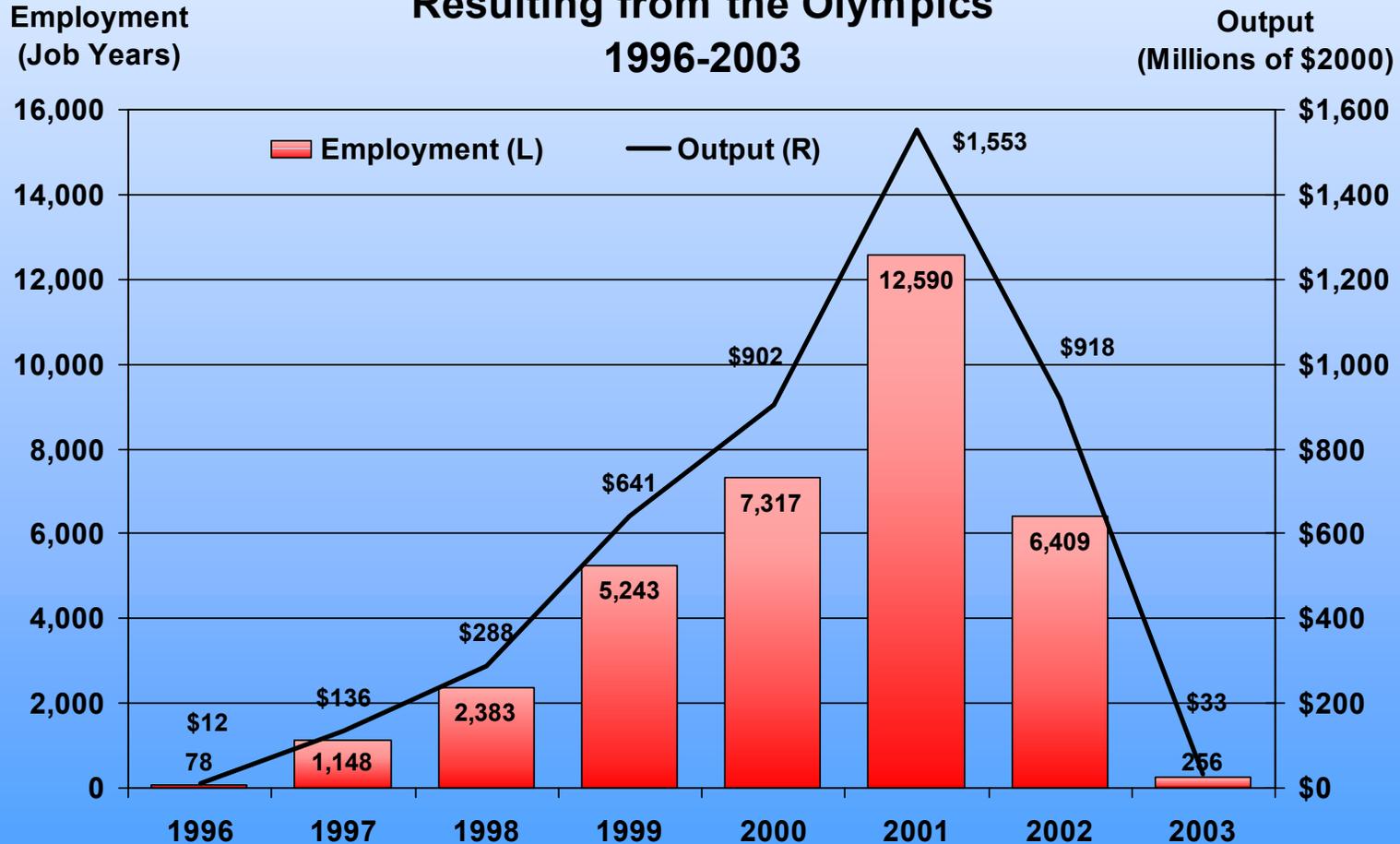
- Employment – 35,000 Job Years
- Income – \$1.5 Billion
- Infrastructure Investment – \$435 Million
- Visitor Spending – \$123 Million
- Net Revenue to State & Local Government - \$76 Million

SALT LAKE OLYMPIC COMMITTEE BUDGET \$1.3 BILLION

SLOC finished with a \$100 million SURPLUS!

Timing of Economic Impacts

Employment & Output Impacts Resulting from the Olympics 1996-2003



SOURCE: Governor's Office of Planning & Budget, Nov. 2000

Olympic Visitor Estimates

220,000 TOTAL VISITORS

- 90,000 Domestic Visitors
- 15,000 International Visitors
- 64,000 Sponsors & Guests
- 15,000 Olympic Organizations
- 15,000 News & Media
- 15,000 Security Personnel
- 6,000 VIPs



Olympic Infrastructure

Utah!
Where ideas connect

- **Utah Olympic Park**
 - one of three bobsleigh tracks in North America
 - one of two ski jump facilities in the U.S.
- **Soldier Hollow**
 - new access road, water & irrigation systems
 - 28 kilometers of cross-country trails
- **University of Utah**
 - Olympic Village (3,500 student housing capacity)
 - Rice-Eccles Stadium (46,500 spectators)



Olympic Infrastructure

- **Utah Olympic Oval**
 - Fastest speed skating oval in the world
- **Transportation**
 - I-80 Silver Creek & Kimball Junction
 - Trappers Loop Road
 - Light Rail Lines
- **Lodging Market Expansion**
 - Increases in size and quality
- **Ski Resort Expansion**
 - Investment at all resorts



Olympic Business Tradeoffs

BOOM

- Hotels
- Restaurants
- Retailers: especially Olympic Vendors & Made-in-Utah Products
- Olympic Travelers

BUST

- Business Services
- Finance, Insurance & Real Estate
- Ski Resorts
- Transportation
- Construction
- Business & Ski Travelers

HOTSPOTS: Olympic Venues, Park City & the Downtown Olympic District

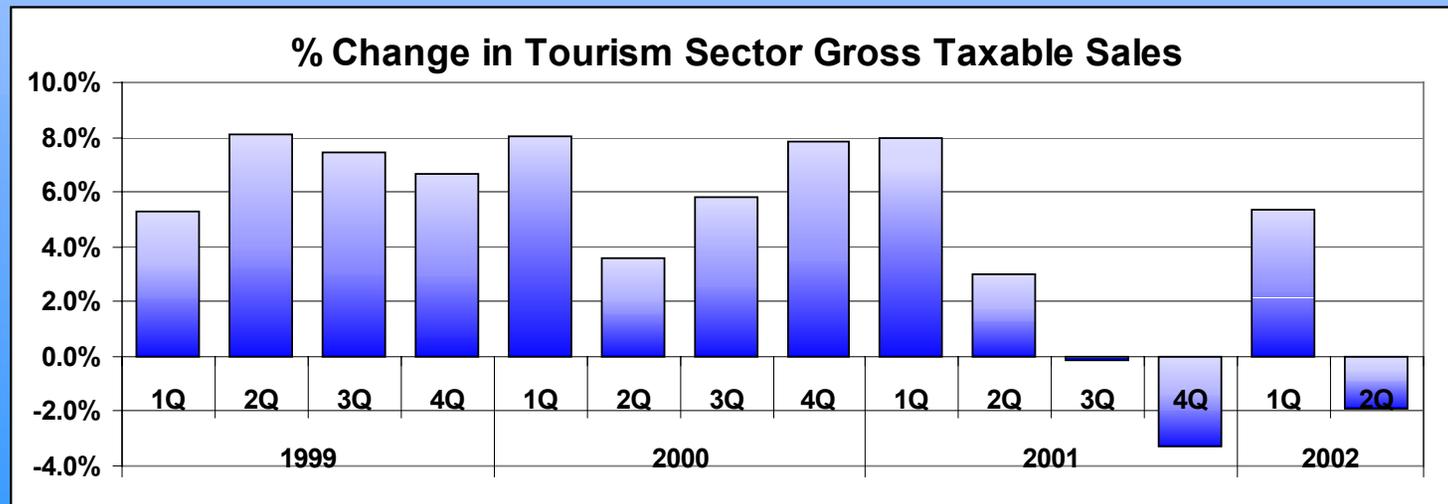
EMPTY: Businesses outside Downtown Olympic District



An Olympic Boost

During the first quarter of 2002, there is evidence of a strong overall boost in tourism activity with a few tradeoffs.

VOLUME INDICATORS	
INDICATOR – 1 st Quarter 2002	% CHANGE
Salt Lake Int'l. Airport Passengers	-6%
Utah National Parks	+30%
Utah State Parks	+42%
Utah Skier Days	-9%
Utah Welcome Centers	+11%
Stateline Interstate Traffic	+8%
Statewide Hotel Occupancy Rate	+4%
Utah.com Website Visitors	+108%



State Hosting Efforts

Utah!
Where ideas connect

- ***Torch Relay*** - 1.5 million spectators saw the Utah van. More than 3,600 business contacts were made at 10 receptions during the relay.



- ***Olympic Receptions*** – 96 state-sponsored receptions with 18,400 participants including investors and trade delegations from 21 countries and numerous local, national and international business executives.

- ***Government Dignitaries*** – Leaders from 77 countries and 8 presidential Cabinet officials hosted.



- ***Utah Media Center*** – Hosted non-accredited media. Housed CBS, ABC, ESPN, CNN, EBU; registered over 1,500 journalists; filed more than 2,000 stories; held 82 news briefings; hosted more than 4,000 visitors; coordinated over 50 familiarization tours; and facilitated contacts for 26 sponsors from around the state.



- ***Western State Discovery Center*** – Hosted more than 90,000 visitors in tri-state information center.



Utah Media Center

Utah!
Where ideas connect

ATHLETES AT UMC



- **11 Gold Medalists**
- **3 Silver Medalists**
- **4 Bronze Medalists**
- **Other Current and Former Olympic Athletes**



Elena Berezhnaya

David Pelletier

Vonetta Flowers

Apolo Anton Ohno

Danny Kass

Jennifer Rodriguez

John Zimmerman

Anton Sikharulidze

Jamie Sele

Jill Bakken

Derek Parra

Chris Klug

Kyoko Ina

Jonny Moseley

Erik Schlopy

Tommy Moe

Muffy Davis

Ross Powers

Brian Boitano



Utah Media Center

Utah!
Where ideas connect

NON-ATHLETE NEWSMAKERS AT UMC



Governor Mike Leavitt

Jackie Leavitt

Gale Norton

John Ashcroft

Rudy Giuliani



Mitt & Ann Romney

Dick Pound

Norman Lear

Madeleine Albright

David Letterman's Mom

Judy Bloomberg

Steven Covey

Lee Bensen

Hyrum Smith

Stephanie Birkitt

Bonnie Warner

John Nabor



Media Themes

Utah!
Where ideas connect

Before

Security

Finances

Mormons

Visitor Guide

(Accommodations, Tickets,
Restaurants, Attractions)

During

Athletic Performances

Skating Controversy

Athlete Diversity

Doping

Political Antagonism

Fashion (Roots, Berets)

Advertisers/Marketing

Business Environment

After

Operational Success

(Financial Surplus, Transportation,
Technology, Security, Venues)

Economic Impact

Doping

Mitt Romney

Athlete Endorsements

Volunteers

Olympic Legacy



Unprecedented Marketing Success



The 2002 Olympic Winter Games established marketing-related records in the areas of broadcast, ticketing, and sponsorship

- 2.1 billion viewers in 160 countries and territories amassed 13.1 billion viewer hours
- More than 1.5 million tickets were sold, representing 95% of the available tickets
- The OPUS local sponsorship program generated a total of \$876 million for SLOC and the U.S. Olympic Committee



Television Audience



**2.1 billion viewers worldwide watched coverage of the Games
an average of 6 hours and 15 minutes!**

OLYMPIC BROADCAST COMPARISON

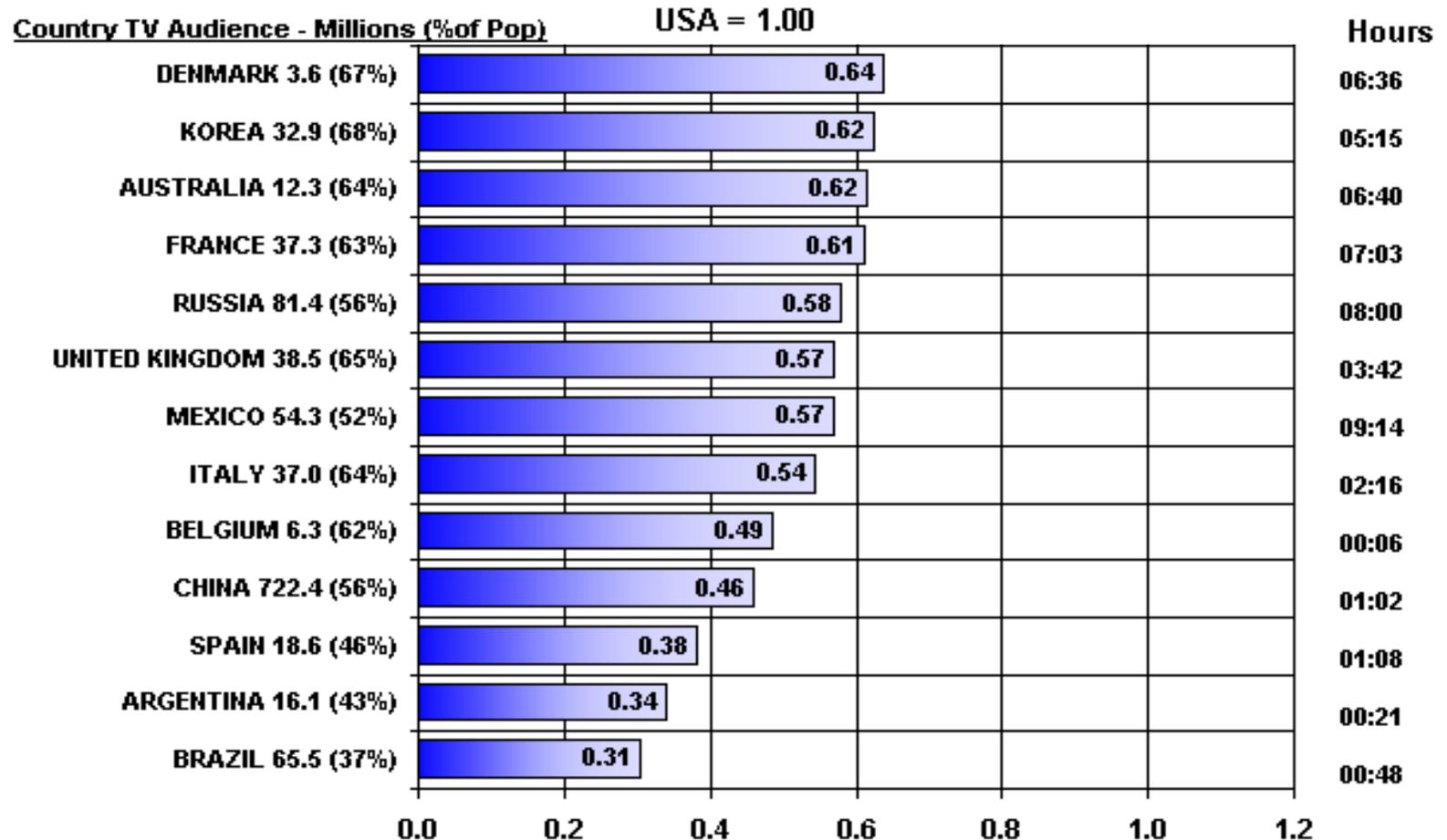
(Indexed by Audience Market Share & Hours of Viewing)

<u>Country TV Audience - Millions (%of Pop)</u>	USA = 1.00	<u>Hours</u>
NORWAY 3.6 (79%)	1.12	28:42
FINLAND 4.3 (83%)	1.03	22:15
CANADA 27.6 (88%)	1.02	19:13
UNITED STATES 177.5 (64%)	1.00	28:55
SWEDEN 7.8 (89%)	0.98	16:43
CZECH REPUBLIC 9.4 (92%)	0.94	13:00
JAPAN 102.1 (80%)	0.94	17:43
POLAND 25.5 (66%)	0.87	20:20
GERMANY 70.5 (85%)	0.86	10:51
SWITZERLAND 6.2 (85%)	0.85	10:35
NETHERLANDS 13.9 (87%)	0.83	08:31
AUSTRIA 6.4 (79%)	0.79	10:05

Television Audience

OLYMPIC BROADCAST COMPARISON

(Indexed by Audience Market Share & Hours of Viewing)



Television Audience



U.S. Highlights

- Total audience of 187 million viewers watching 27 hours of Olympic coverage
- NBC out-performed all other networks combined with its prime-time slot. Rating average 149% above regular network programming
- Olympic “halo” boosted ratings for other programs (Today Show, Dateline, Nightly News, Tonight Show, and NBCSports)
- Huge Cable Audience (1.7 million per day)
 - CNBC tripled average audience
 - MSNBC quadrupled average audience

Global Highlights

- Men’s Gold Medal Hockey achieved highest ever TV audience in Canada
- Eurosport reported total audience of 132 million viewers (more than the 1998 world cup)
- Late night women’s curling in the U.K. attracted the same audience as FA Cup Final (1st Division Soccer)
- German viewership tripled Nagano Games with regular audiences of more than 10 million a night
- More than 100 million viewers from Japan watched 17 hours each even with the unfavorable time zone



Print Audience

- **Estimated value of print media exposure during the Games:
\$22.9 million (tourism themes only)**
 - \$22.0 million – National and Syndicated stories
 - \$89,100 – Features from Sport's Illustrated "Dailies"
 - \$89,800 – USA Today stories
 - \$420,300 – US Daily Newspapers from major markets
 - \$367,600 – Southern Utah stories

2001 Pre-Olympic Public Relations Campaign: 109.9 million impressions



Paid Media



- **Television ad promoting Utah tourism aired in select markets reaching 6.1 million people during closing week of the Games.**

- **Los Angeles**
- **San Francisco**
- **San Diego**

- **Follow-up ad aired during March 24th to April 7th in additional markets reaching 7.6 million people.**

- **Los Angeles**
- **San Francisco**
- **San Diego**
- **Las Vegas**
- **Portland**
- **Seattle**
- **Dallas**

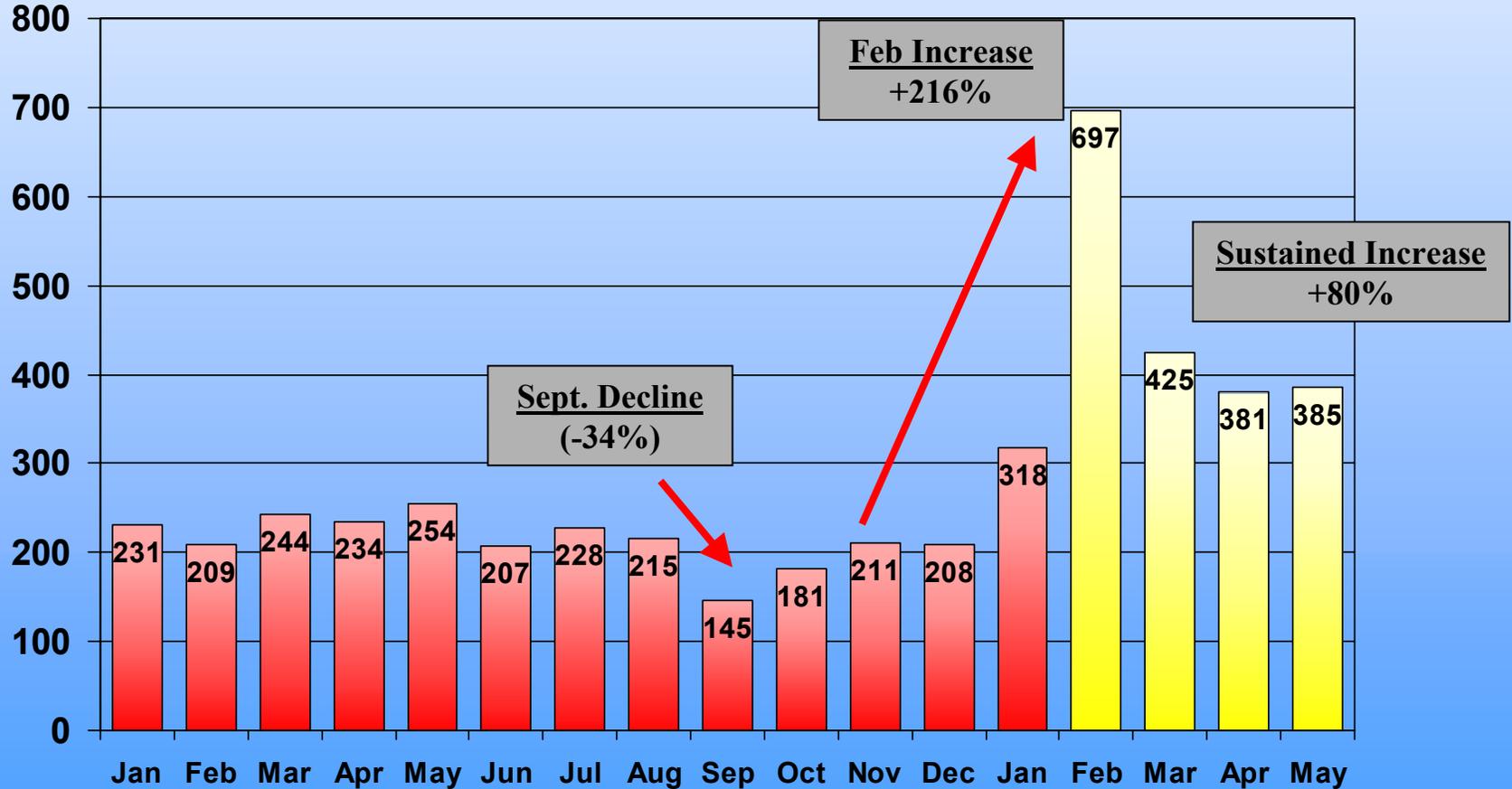
- **2.2 million passengers viewed the 27-minute Bud Greenspan film, *Discover Utah!*, during Delta Airlines' domestic and international flights.**

Sustained Interest in Utah



Monthly Internet Visits to Utah.com

Thousand

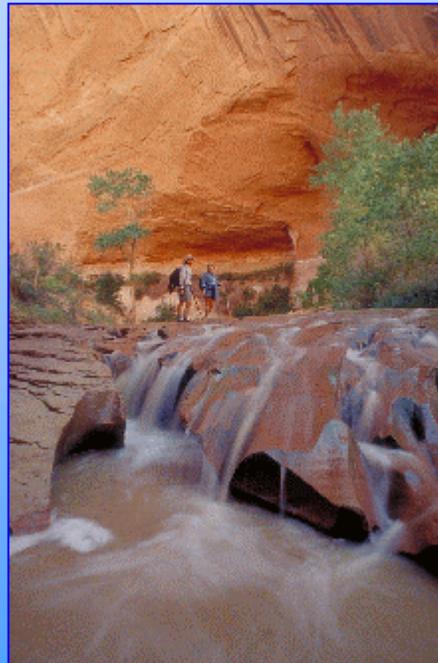


SOURCE: Utah.com

Travel Utah! – The 1000 Day Plan



**Travel Utah! is a tactical compliment to the
Division of Travel Development's Long-Range
Strategic Plan**



“ONE THOUSAND DAYS OF PROGRESS.”

OBJECTIVES

- Capitalize on *awareness bonus* of the Olympics
- Build a *branding bridge* between *passive* awareness and *active* need to travel for discovery values
- Add significant reinforcement to the “*quality of life*” message
- Bring *velocity* to the state’s economic recovery

“ONE THOUSAND DAYS OF PROGRESS.”

Travel Utah! – Plan Execution



- **Research**
 - **Paid Media**
 - **Earned Media**
 - **Travel Trade Missions**

“ONE THOUSAND DAYS OF PROGRESS.”

- **Probe consumer awareness for impressions of the Olympics that can be recalled in future messages**
- **Explore dynamics of consumer awareness and image of Utah for improved targeting and messaging**

“ONE THOUSAND DAYS OF PROGRESS.”

Plan Execution: Paid Media



- Tie Olympic memories to *place-based messages* emphasizing the brand values of discovery/recovery, quality of life and excellent business climate
- Obtain significant levels of *reach and frequency* in strategic markets
- Balanced use of *all channels* to reinforce the message
- *Leverage* media resources with DBED, local providers, and co-branding partnerships where appropriate

“ONE THOUSAND DAYS OF PROGRESS.”

- **Continue efforts with *global PR* function to generate stories in travel and general circulation publications and broadcasting outlets**

“ONE THOUSAND DAYS OF PROGRESS.”

Plan Execution: Travel Trade Missions



- Integrate travel interests with *Governor's trade mission*, schedule and events
- Use *strategic consideration* for travel markets in selection criteria
- If/where travel strategic markets differ with Governor's schedule, invite local travel entities and businesses in *travel-themed missions* and trade activities

"ONE THOUSAND DAYS OF PROGRESS."

Tactical Objectives of Advertising Campaigns



- Bring the Olympics from abstract entertainment to *active need to visit* the host destination and *personalize* the memories
- Promote Utah as a *year-round* destination
- Increase visits to *Utah.com*
- Maintain *design continuity* between winter and warm weather messages and between travel and business branding messages
- *Leverage* the marketing resources with co-branding and co-operative partnerships

“ONE THOUSAND DAYS OF PROGRESS.”



Utah!
Where ideas connect